

# NUS BUSINESS SCHOOL

## GLOBAL STRATEGIC MANAGEMENT

Spring 2016

### Abridged Course Outline

Lecturer: Cristian Dezsó  
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#### **COURSE OBJECTIVES:**

In a globalized economy firms can leverage their international presence to enhance their competitive stance. To achieve this goal, managers must navigate a complex landscape and understand how country characteristics affect their firms' ability to create value and thus competitiveness. In turn, this informs firms' expansion strategies. This course provides tools to help managers meet these challenges. First, it complements and extends macroeconomics classes by highlighting how country-level policies related to innovation, workforce, and clusters influence country and firm competitiveness. It then extends this approach by focusing on how other economic and socio-political aspects of a country influence firms' ability to create value, and on firms' optimal decisions concerning where and how they should expand. Finally, it employs concepts and frameworks from the field of Management to discuss organizational change and managing relationships in a global environment.

#### **REQUIRED MATERIALS:**

Students will be provided with all reading materials according to NUS Policy.

#### **EVALUATION:**

- Class participation 20%
- In-Class Case Analysis 1 (Mar 2) 30%
- Case Write-Ups (4 x 5% each) 20%
- In-Class Case Analysis 2 (Apr 13) 30%

#### **ABOUT THE INSTRUCTOR:**

**Cristian Dezsó** is associate professor in the Logistics, Business & Public Policy department at the University of Maryland's R.H. Smith School of Business. He completed his Ph.D. at New York University's Stern School of Business in 2006, and holds an M.A. in economics from the Central European University in Budapest, Hungary, and a B.A. in business from the "Babes-Bolyai" University in Cluj, Romania. His prior work experience includes economic consulting and teaching. Cristian is an award-winning instructor and teaches the core Global Economic Environment course. His research examines the impact of top executives and their attributes on firm policies and performance. In addition, his applied game theory research examines issues related to firm reputation, technology adoption, and international firm expansion. His research appears in the *Journal of Economics and Management Strategy*, *Strategic Management Journal*, *Journal of Financial Economics*, *Administrative Science Quarterly*, and the *Journal of International Business Strategy*.

## Course Outline

**Session 1 (Jan 13)** Drivers of Productivity & Global Competitiveness – The Production Function  
Case 1: Singapore’s Mid-Life Crisis

**Session 2 (Jan 20)** Drivers of Productivity & Global Competitiveness – The Role of Innovation  
Case 2: Fraunhofer: Innovation in Germany

**Session 3 (Jan 27)** Drivers of Productivity & Global Competitiveness – Successes & Challenges  
Case 3: China “Unbalanced”  
Case 4: India 2014: The Challenges of Governance

**Session 4 (Feb 3)** Drivers of Productivity & Global Competitiveness – Porter’s Diamond  
Readings: The Competitive Advantage of Nations, HBR March/April 1990  
Clusters and the New Economics of Competition, HBR November/December 1998  
Case 5: Finland and Nokia: Creating the World’s Most Competitive Economy

**Chinese New Year (Feb 10)** No Class

**Session 5 (Feb 17)** Drivers of Productivity & Global Competitiveness – Wrap Up  
Case 6: The U.S. Current Account Deficit

**Recess Week (Feb 24)** No Class

**Session 6 (Mar 2)** In-Class Case Analysis 1

**Session 7 (Mar 9)** Global Strategy: Why Globalize? To Create Value!  
The ADDING Value Scorecard  
Reading: ADDING Value, available online at  
<http://www.ghemawat.com/management/files/AcademicResources/Adding%20ValueFeb2012.pdf>  
Case 7: The Globalization of CEMEX

**Session 8 (Mar 16):** Global Strategy: Where to Locate? Part 1  
The CAGE Framework  
Readings: Differences and the CAGE Distance Framework, available online at  
<http://www.ghemawat.com/management/files/AcademicResources/CAGE.pdf>  
Distance Still Matters, HBR September 2001  
Case 8: Intel: Strategic Decisions in Locating a New Assembly and Test Plant (A)

**Session 9 (Mar 23):** Global Strategy: Where to Locate? Part 2  
The Institutional Voids Framework  
Readings: Spotting Institutional Voids in Emerging Markets, HBS Note  
Strategies that Fit Emerging Markets, HBR June 2005  
Case 9: Metro Cash & Carry

**Session 10 (Mar 30):** Global Strategy: How to Enter?The OLI Framework

Reading: Multinationals and Foreign Direct Investment

Case 10: Lincoln Electric

**Session 11 (Apr 6):** Global Strategy: What to do?The AAA Framework

Readings: Adaptation Strategies, available online at

<http://www.ghemawat.com/management/files/AcademicResources/Adaptation%20StrategiesFeb2012.pdf>

Aggregation Strategies, available online at

<http://www.ghemawat.com/management/files/AcademicResources/Aggregation%20StrategiesFeb2012.pdf>

Arbitrage Strategies, available online at:

<http://www.ghemawat.com/management/files/AcademicResources/ArbitrageFeb2012.pdf>

Managing Differences, HBR March 2007

Case 11: Philips Medical Systems in 2005

**Session 12 (Apr 13):** In-Class Case Analysis 2